



SUPPLEMENTAL INSTRUCTIONAL GUIDE

HOW TO COMPLETE THE JOB CONTENT QUESTIONNAIRE (JCQ)

The following instructional guide is provided to assist all employees in completing the PLANS Project Job Content Questionnaire (JCQ). Please read the instructions carefully and refer to them as you complete the form.

When completing your JCQs, it is important that you fully **explain and clarify** any agency-specific terminology and acronyms that you use.

EMPLOYEE SECTION

The employee completes Parts 1 through 10 of the JCQ.

Please complete the form in its entirety and do not leave sections blank unless they are not applicable to your position.

Part 1 – Personal Data: Self-explanatory.

Unique Identification Number: Every employee has a unique ID that has been assigned to him or her by the Office of Technology. If you are not sure what your unique ID is, please contact your Agency Human Resources representative. If you need any other information to complete this section, check with your supervisor and/or your Agency Human Resources representative.

Current Job Classification: This should be the Division of Personnel classification to which you are currently assigned, not your working title or the classification you wish to be assigned.

Part 2 – Purpose of Your Position: This is a brief summary or the general purpose of the position. You might respond to this item as if answering the questions "**Why does this position exist?**" and "**What is the overall end result expected for this job?**"

Your response should contain two components: what is the work you perform, and how does your job contribute to the agency? For example, a Market Development Specialist might respond to this question with "Conduct market studies for the purpose of identifying new applications for existing products and markets for new products. Develop and implement plans for introducing new products and applications that will increase market share and income". If you are having trouble, think about the two component questions and come up with a few responses for each; then examine your responses, take the ones that best represent your job broadly, and combine them to produce your final answer.

Part 3 – Important and Essential Duties: This is one of the most critical sections on the JCQ. Take a few moments to think about your job. Think about the typical duties and responsibilities you perform under normal circumstances, and base your responses on those. Complete this section based upon duties that are permanently assigned to your position. DO NOT include duties that have been assigned to you as part of a temporary upgrade.

When writing duty statements, use your own words. Do not copy statements from the Division of Personnel class specifications when completing this section. Also, avoid using acronyms, names of technologies, and any other type of language that changes with time. Duty statements should be timeless; that is, the description of duties should be able to hold up over time.

Most positions have six to eight (6-8) major categories of responsibility; keep this in mind when writing duty statements. Similar or related duties should be combined into one statement. If you are having trouble identifying your major categories of responsibility, ask yourself this question: What are the half-dozen things that I need to get done by the end of the day? These important tasks should be included in your duty statements.

Describe each duty to include the following parts:

- what the worker does (action verb)
- for whom is it done or to what is it done (object)
- in order to produce what result or effect (purpose)

Your duty statements should be action-oriented. Start each sentence with an *action verb* that specifies how the activity is performed, then complete the statement with an *object* (the item to which the action is directed) and the *purpose* (why the action is performed; the end result). Also, it is important to be specific in your descriptions; explain each duty clearly enough that anyone reading the form can visualize what you are doing. For example, a statement such as “prepare reports” is too vague; it does not explain what you are doing. A statement like “research and write monthly reports concerning the budget and status of active accounts for use by my supervisor in budget planning” is much better because it explains what you are doing and what the end result of that task is.

Example: 'Interviews applicants to determine eligibility for economic assistance benefits.'

Example: 'Receives and screens telephone calls on a multi-line console in order to assist customers and the general public.'

Be sure to include the percent of time you spend on each duty; this is essential to the evaluation process. The final tally should be approximately 100%. You need not be so precise that this question unduly interferes with completion of the form. In most cases, a duty you perform 1% of the time will not change the classification. Additionally, use the frequency code to indicate how often you perform each duty described. Is it a task you typically perform every day? Every month? Once a year? Etc.

Part 4 – General Information:

Principal Challenges: Think about the challenges/problems your job presents. Identify which problem(s) are most difficult to solve and which duties are most complex. Describe them accordingly.

When identifying your most difficult problem, it may help you to consider the technical complexity, interdependence of departments or components of the job, the creative and innovative aspects of your job, and its economic and environmental impacts. An example of a most complex duty for a Secretary is “Supporting

several professionals with very different work styles and priorities.” Supporting several professionals who use different work styles would make the job more complex and would require innovation to achieve.

When identifying your most complex duty, it may help you to think back to the job duties you described in Part 3 of the JCQ and think about which of them took the longest to learn and why. If a particular duty took the longest to learn, it is probably one of the more complex duties you have. An example of a most complex duty for a Senior Manufacturing Engineer is “Implementing cost reduction measures without sacrificing long-range customer objectives”.

Authority and Responsibility: “Total authority” means that you have the final authority to make and sign off on the type of decision indicated. “Recommend to others for action” means that you do not have the final say in the decision, but you recommend a course of action to the person who does have final say. “When is your work reviewed” refers to how often your work is checked: randomly, periodically while you are working on a task, at the completion of each task, etc.

When indicating who reviews or checks your work, be sure to provide the title of the person who checks your work, not the name of the individual who checks your work. For example, use “Administrative Services Manager 3”, not “John D. Supervisor”.

Key Contacts: When describing your key contacts, be sure to answer all three (3) components of the question: who you communicate with, why you communicate them, and how often. For example, your job might require you to communicate (1) with the public (2) to share information about agency programs (3) daily.

Financial Responsibilities: The key to this section is to understand financial responsibilities in the context of final authority; this means the job has the authority to make final decisions regarding spending, purchasing, or other financial obligations. This section is not relevant for jobs that are a part of the process in agency purchasing or accounting, such as filling out a purchase order and sending it along to another job for actual purchase of the items. Therefore, you should not indicate 'Yes' here if your work is simply a step in the agency purchasing or accounting process where you do not make final decisions for spending, purchasing or other obligations.

Mark the financial duties that are permanently assigned to your position, then use the ranges to indicate how much money you are responsible for annually for that particular financial duty. For example, you may be responsible for the management of \$4 million in grants and have input into a budget of \$6 million. You would indicate “Budgets – has input into setting a budget - \$5,000,001 to \$10,000,000 annually” and “Grants – management - \$1,000,001 to \$5,000,000 annually”.

Part 5 – Job Related Qualifications: To answer this item, think about this question: what would a new employee need to know or be able to do in order to perform your job? Refer to the essential duties you identified in Part 3 of the JCQ, then identify six to eight (6-8) key technical or business skills, abilities, and knowledge required to perform the essential duties. For example, a knowledge of the state and federal laws pertaining to your work might be needed, or the ability to establish and maintain an effective working relationship with the general public.

Part 6 – Working Conditions: This question is needed to assess how frequently you are exposed to the working conditions listed. Think about your typical work environment, then mark the appropriate frequency. If you mark a choice that has the word “describe” beside it, please explain that working condition more fully. For example, if your work exposes you to odors/fumes, identify what kind of odors/fumes.

Part 7 – Education and Experience:

If you are having difficulty answering the questions in Part 7, it may be useful for you to consider the education and experience requirements together. First, focus on the knowledge, skills, and abilities you identified in Part 5. Then ask yourself: how many years would it take the average person to acquire these knowledge, skills, and abilities? The answer to your question should be the years of experience needed. Then ask yourself: would a degree reduce the number of years of experience, and if so, what type of degree? For example, it may take seven (7) years of experience to acquire the knowledge, skills, and abilities needed to be a Grant Administrator, but a bachelor's degree may reduce the needed years of experience to 3. You would choose "Bachelor degree" as your response to the Education question, and "2-3 years" as your response to the Experience question.

Keep in mind that Part 7 is asking for the minimum education and experience needed; in other words, what is the minimum level of education and experience a new employee would need in order to perform your job? This question is not asking for the level of education you personally attained, the years of experience you had when you started your job, or the years of experience you have now.

License/Certification/Registration: This question refers to professional licenses, registrations, and certifications, such as a Social Worker License, registration as a Professional Engineer, or a Professional in Human Resources Certification. Listing every certification or license you personally have earned, or every training course you have taken, is not appropriate. Please list only those licenses, certifications, and/or registrations you feel would be helpful (preferred) or necessary (required) for employees doing your type of work. This includes a driver's license, if a driver's license is necessary for the performance of your job.

Part 8 – Supervisory Duties: Self-explanatory. If you answer "Yes" to this question, it is mandatory that you complete Part 9.

Part 9 – Supervisory Duty Questions: Self-explanatory. If you have responsibility beyond your direct reports, explain this in Part 10. For example, if you have four (4) direct reports, but your direct reports have two hundred (200) subordinates collectively, note this in Part 10 and explain that you are responsible for 204 employees.

Part 10 – Additional Comments: This is your final opportunity to tell us anything else you wish to about the duties and responsibilities assigned to your position. Use this section to elaborate on any of your JCQ responses that you feel need further explanation. Also use this section to discuss any aspects of your job that you feel are important and were not captured by the JCQ.

SUPERVISOR REVIEW SECTION

This section is to be completed by the employee's immediate supervisor.

Please carefully review the parts of the JCQ completed by the employee. Part of your supervisory responsibility is to make sure the JCQ is accurate and complete. **DO NOT leave any questions in this section blank!**

Question 1: If you feel that what the employee has written does not completely and accurately describe the employee's job, note which items in the JCQ you disagree with and then explain why you feel the employee's response to the item is not accurate or complete. For example, if the employee has responded that he is a P-Card user with a limit of \$1000, and you think the employee's P-Card limit is actually \$900, answer "No" to this question and then explain that you disagree with the employee's response to Part 4 – Financial Responsibilities because his P-Card limit is \$900 not \$1000.

Question 2: Describe in your own words what the agency considers to be the primary role of the position.

Question 3: What is the most essential outcome of the work of this position? Describe in your own words.

Question 4: Use this space to make any other comments about the position you wish to make. You should also use this section to include any exceptions and/or additions to the employee responses. Please note the item number in the JCQ you are referring to and then explain your exception or addition. Remember to keep your comments focused on the position, not the employee occupying the position.

AGENCY HUMAN RESOURCE/AGENCY DESIGNEE SECTION

This section is to be completed by the Agency Human Resources representative or designee.

Please carefully review the parts of the JCQ completed by the employee and supervisor for accuracy and completeness. This is a critical component of your agency Human Resources responsibility. By reviewing and signing this document, you are providing an official representation on behalf of the agency that the information contained in the JCQ is accurate and complete.

Question 1: Use this space to make any other comments about the position you wish to make. You **MUST** provide a response to this question, whether you agree or disagree with the information provided in the JCQ; **DO NOT leave this question blank!** If you agree with the information provided by the employee and supervisor, note your agreement in the space provided. If you disagree with any information provided by the employee and supervisor, note the item number in the JCQ you are referring to and then explain your exception or addition.

If you have any questions on how to complete the JCQ, please contact the Division of Personnel, Classification and Compensation Section, by phone at (304) 558-3950 extension 57239 (leave a message) or by email at DOP.PLANS@wv.gov.